

**POLLUTION PREVENTION
TECHNICAL ASSISTANCE PROGRAM
FOR SMALL BUSINESSES**

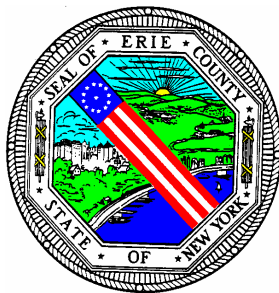
ESD AGREEMENT NO. C004039

FINAL REPORT

Submitted by:

Mike Reece

Erie County Department of Environment and Planning



Submitted to:

Jim Gilbert

Empire State Development

TABLE OF CONTENTS

Introduction.....	Page 1
Marketing.....	Page 1
Assessments.....	Page 2
Contract Goals and Deliverables.....	Page 3
Progress Tracking.....	Page 3
Interface with Environmental Investment Program.....	Page 14
Lessons Learned.....	Page 14
Conclusion/Next Step.....	Page 15

ATTACHMENTS:

- Attachment 1: Log of Completed Presentations
- Attachment 2: Steering Committee Membership*
- Attachment 3: Example of Steering Committee Meeting Minutes*
- Attachment 4: Example of Newsletter
- Attachment 5: Program Brochure
- Attachment 6: Program Bulletin
- Attachment 7: Example of Assessment Letter*
- Attachment 8: Example of Follow-up Form*
- Attachment 9: Example of Internal Meeting Minutes*
- Attachment 10: Example of Monthly Report*
- Attachment 11: Example of Quarterly Report*

Note: Examples of Program presentations are included at the end of the Report.

***NOT INCLUDED FOR BUSINESS CONFIDENTIALITY REASONS**

I. Introduction

The Erie County Department of Environment & Planning has successfully managed a pollution prevention program since 1990, when the Pollution Prevention Act became Law. From the start of the Program, services have been without charge, confidential, and non regulatory. Compliance assistance was also offered.

Over the past 2 years, with funding from Empire State Development, Erie County concentrated its efforts on the Pollution Prevention Technical Assistance Program (P2TAP) for small business. This Program assisted companies in the Counties of Erie, Niagara, Allegany, Cattaraugus, and Chautauqua by identifying opportunities for businesses to prevent pollution and reduce wastes while increasing productivity and competitiveness. By the definition of a small business, assistance was limited to those businesses with less than 100 employees.

II. Marketing

A study of businesses was conducted within the counties covered by the Program to determine which sectors were most prevalent. Initial marketing activities targeted these sectors to optimize outreach.

A power point presentation was developed for the Program (see enclosed CD for example). Presentations were made to government officials, development partners, and the targeted industrial sectors (Refer to Attachment 1 for log of completed presentations). Each presentation was tailored to the specific audience.

A Steering Committee was formed consisting of representatives from the business sectors and related trade organizations, Empire State Development, New York State Department of Environmental Conservation, Erie County Department of Environment & Planning, economic development agencies and environmental consulting firms (see Attachment 2 for membership listing). The Committee originally met every other month, then quarterly, and finally on an "as needed" basis as the Program neared completion. The Committee was a valuable resource for referrals, outreach, input, and technical information. The highlights of each meeting were recorded (see Attachment 3 for example).

Established partnerships were used extensively for networking and outreach. These involved business acquaintances from previous County programs and private sector relationships, other County program personnel, government agencies, business development agencies, utility companies, and trade organizations.

Newsletters were developed to illustrate the benefits of pollution prevention and to encourage businesses to participate in the Program (see Attachment 4 for example). A brochure and a one page bulletin were prepared highlighting the program and its benefits. (see Attachments 5 & 6 respectively). Both newsletters and brochures were distributed

through mass mailings. “Cold calls” to businesses were initiated using the bulletin followed by the brochure and/or newsletter as needed.

The upper management (Operations Manager, President, Plant Manager, Owner, etc.) of companies was targeted in order to provide Program information directly to the decision makers. This avoided instances where the information may not be properly passed on or is prejudged by someone else as not being worth while. This strategy proved to be very effective.

III. Assessments:

The heart of the Program is the on site pollution prevention assessment which is used to identify pollution prevention opportunities. Once a Company requested an assessment arrangements were made to conduct it at their earliest convenience. Cold calls often result in the assessment being performed on the spot.

The assessment began with a general discussion including an overview of the mechanics of the Program, links with other programs such as the State’s Environmental Investment Program, the nature of the customer’s business, its employment level, and any special concerns. The discussion was followed by a facility tour during which pollution prevention options were identified. Process diagrams were used in those cases where this procedure was most applicable.

Care was taken to perform the assessment in accordance with the company’s allotted timeframe. There was no instance where the assessment request was not responded to promptly. However, delays were incurred when some business insisted that they wanted an assessment, but each time one was about to be scheduled, they were too busy to commit. In these cases, persistent follow-up did result ultimately in completed assessments.

At the conclusion of the tour, an exit meeting was conducted. Discussions explained the pollution prevention measures that were identified, potential monetary savings, and eligibility for related programs such as the EIP and New York State’s energy savings programs. The Company was also informed of the timing for receiving the assessment results letter and a follow-up survey (see Attachments 7 & 8 respectively). Typically the letter was issued within a week of the assessment, and the follow-up survey within one month. However, depending on the nature of the recommendations that were made, the follow-up survey may not be completed for several months.

The Program also offered money saving bonus information. Examples of these items are:

- providing the procedure for obtaining refunds of the gross receipts tax that businesses paid as part of their purchase of natural gas and electricity.
- giving information on a Company that will remove their unusable wood that would be landfilled otherwise, and convert it to playground or landscaping mulch.

- providing a “no charge” lighting survey to make businesses aware of the potential savings to be realized by replacing older, inefficient lighting.

IV. Contract Goals & Deliverables:

The contract between Erie County and Empire State Development specified that 70 assessments would be completed. This was exceeded close to the midpoint of the Program. A second, unofficial goal of 100 assessments was set by the County. This challenge was met by delivering 107 assessments.

In addition to this, the following 5 specified tasks were successfully completed:

1. A P2 assessment marketing plan was developed and implemented as described above under “Marketing”.
2. Per the timeframe discussed above under “Assessments”, County personnel responded promptly to assessment requests.
3. Cost effective, quality assessments were provided to meet the needs of the businesses. These are discussed throughout this report.
4. A strategy was executed to encourage implementation of the assessment recommendations. It involved pointing out the benefits, as well as monetary assistance, available through ESD, NYSEDA, local economic development agencies, etc. Examples were also given of how other businesses benefited by adopting similar measures. The avoidance of future liabilities was underscored in cases where a nonhazardous solvent substitution was practical. Follow-up also played an important role in keeping P2 in the forefront of the businesses’ management. This included phone calls, e-mails, follow-up forms, etc. The delicate balance had to be maintained between being helpful and becoming a nuisance.
5. Both monthly and quarterly reports were issued to ESD per the established due dates & approved formats.

V. Progress Tracking:

Regular internal meetings of the P2TAP Team were held to keep a finger on the pulse of the Program. Items were discussed, responsibilities were assigned, and follow-up was conducted. All the members of the team worked very well together. Highlights of these meetings were recorded (see Attachment 9 for an example).

Monthly reports were submitted to ESD by the 10th of the succeeding month. Marketing and assessment activities were reported as well as other pertinent activities for the month (see Attachment 10 for an example).

Quarterly reports were submitted to ESD by the last day of each quarter. These reports gave a running, detailed account of the status of each customer from initial contact on

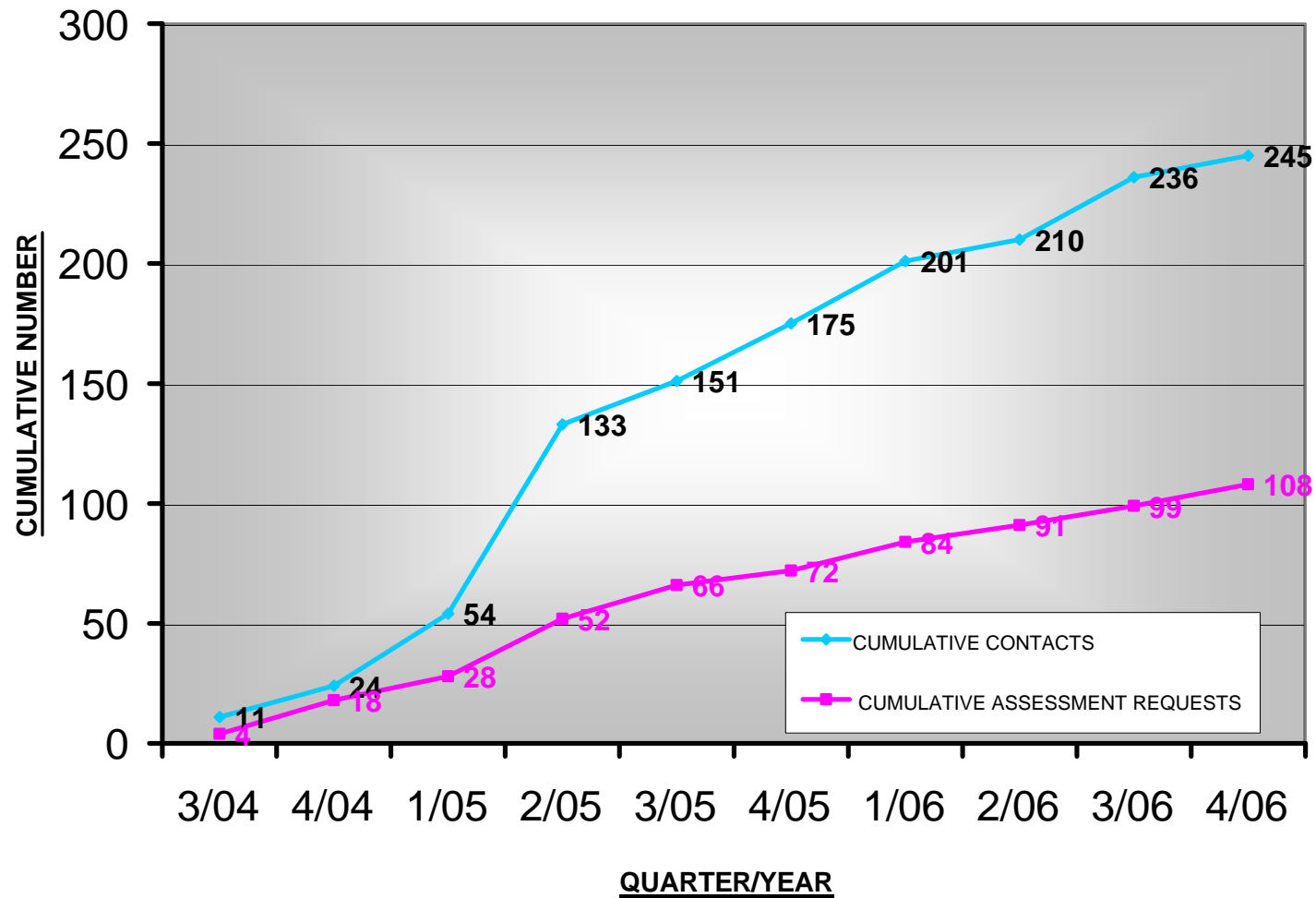
through final follow-up. They also presented a summary of the number of companies contacted, total assessment requests, total assessments conducted, and the number of companies adopting or planning to adopt recommended pollution prevention measures (see Attachment 11 for an example).

For quick, visual tracking purposes, Program performance indicators were depicted on graphs as follows:

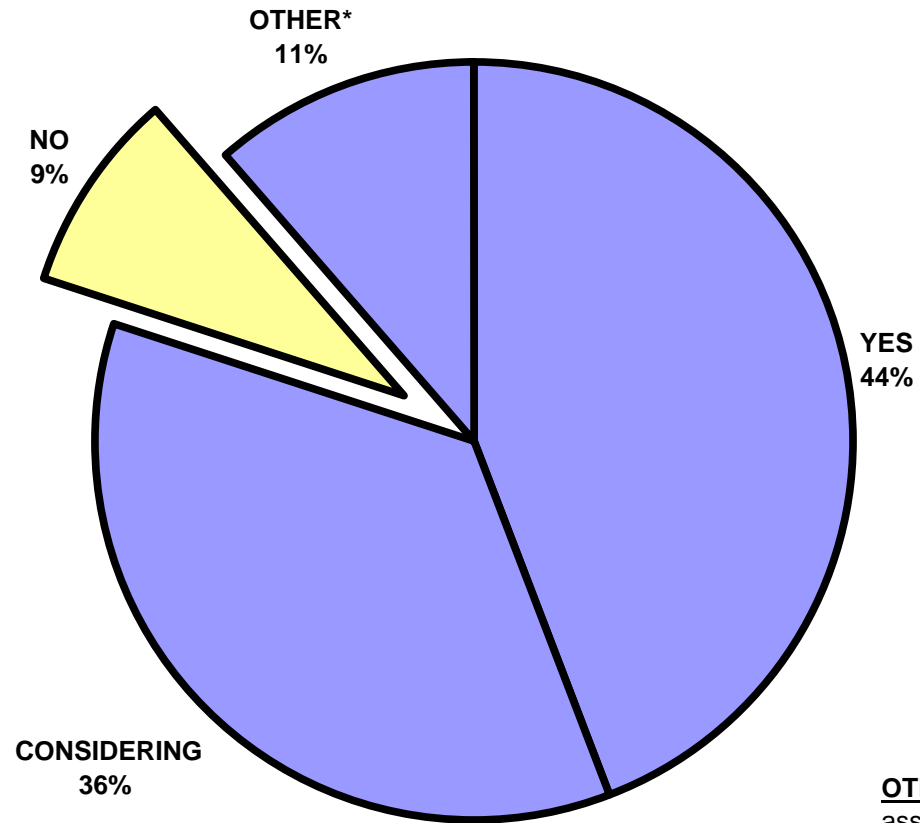
- Number of Companies Contacted vs. Assessment Requests (see next page, 5)
- Assessment Requests (see page 6)
- Assessment Tracking (see page 7)
- P2 Assessment Barometer (see page 8)
- Company Contacts & Assessments by County (see page 9)
- P2 Program Quarterly Statistics (see page 10)
- Company Mass Mailing Results (see page 11)
- Dollar Savings of P2 Recommendations (see page 12)
- Follow-up Survey Results (see page 13)

The graphs were also posted in the Pollution Prevention Program Manager's Office at the County.

NUMBER OF COMPANIES CONTACTED VS. ASSESSMENT REQUESTS

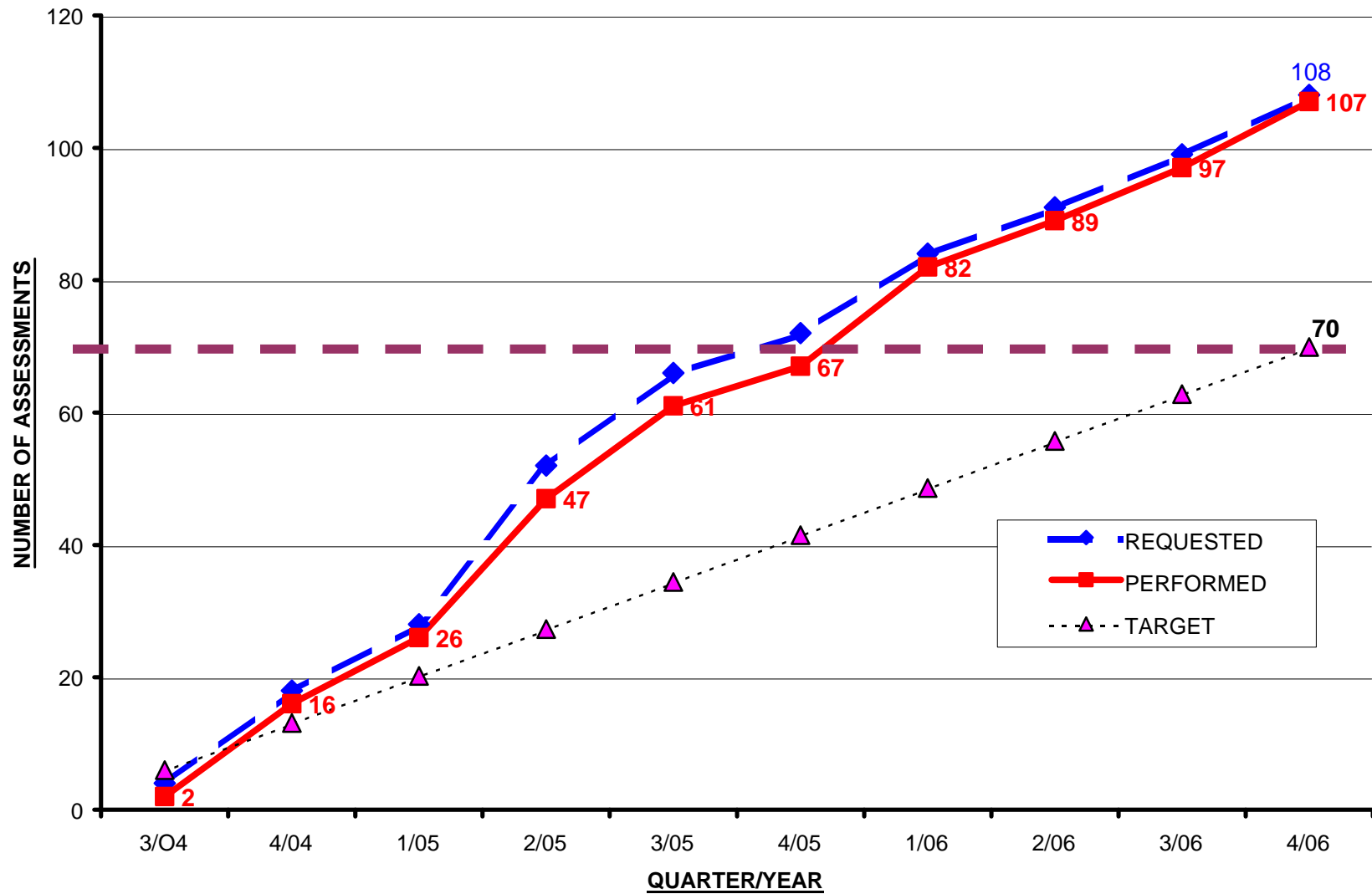


ASSESSMENT REQUESTS

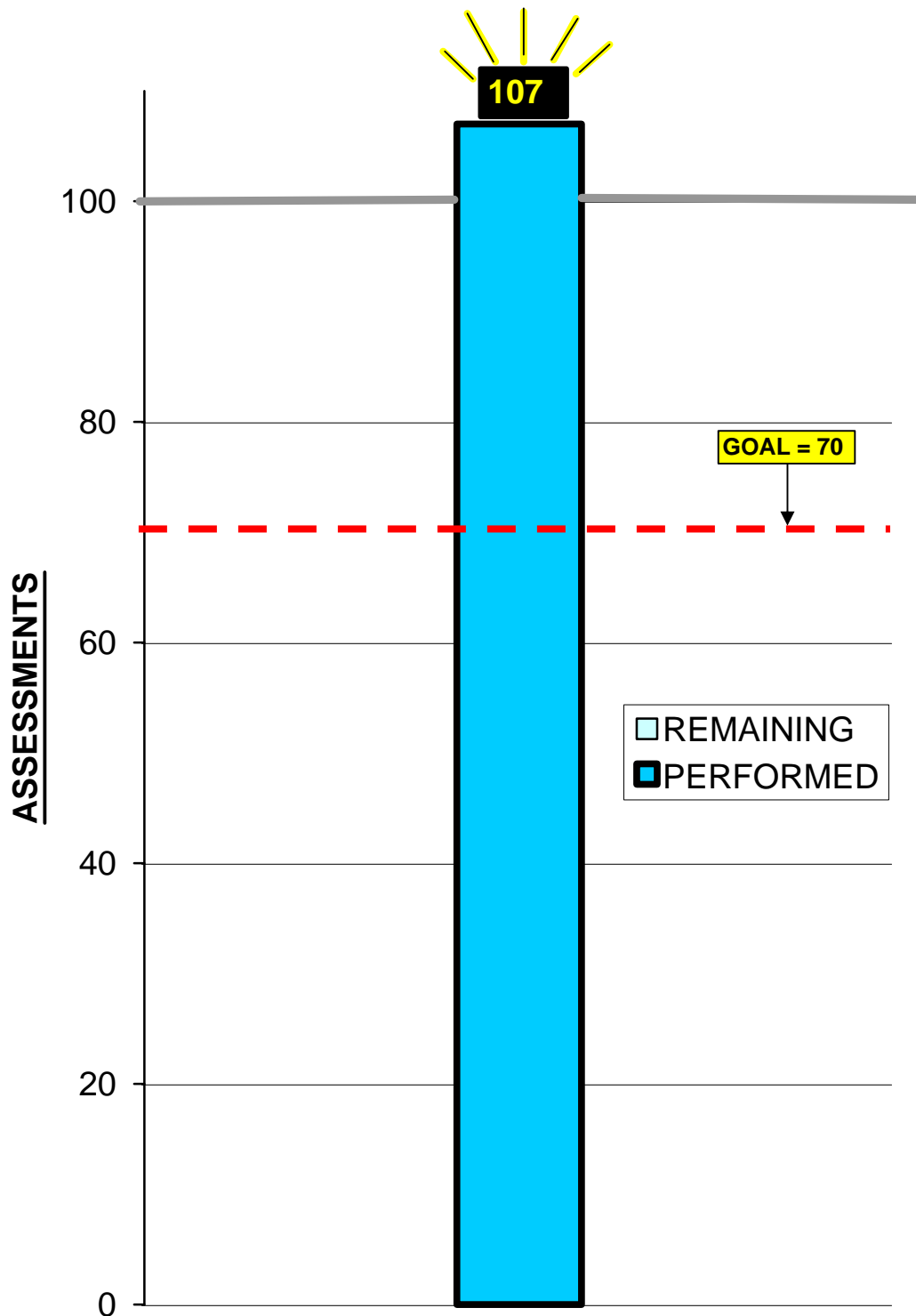


OTHER: Company too large, assessments performed by another agency, operations relocated out of area, etc.

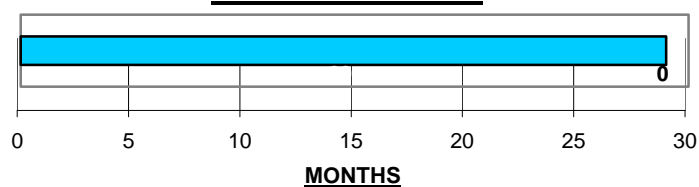
ASSESSMENT TRACKING



P2 ASSESSMENT BAROMETER



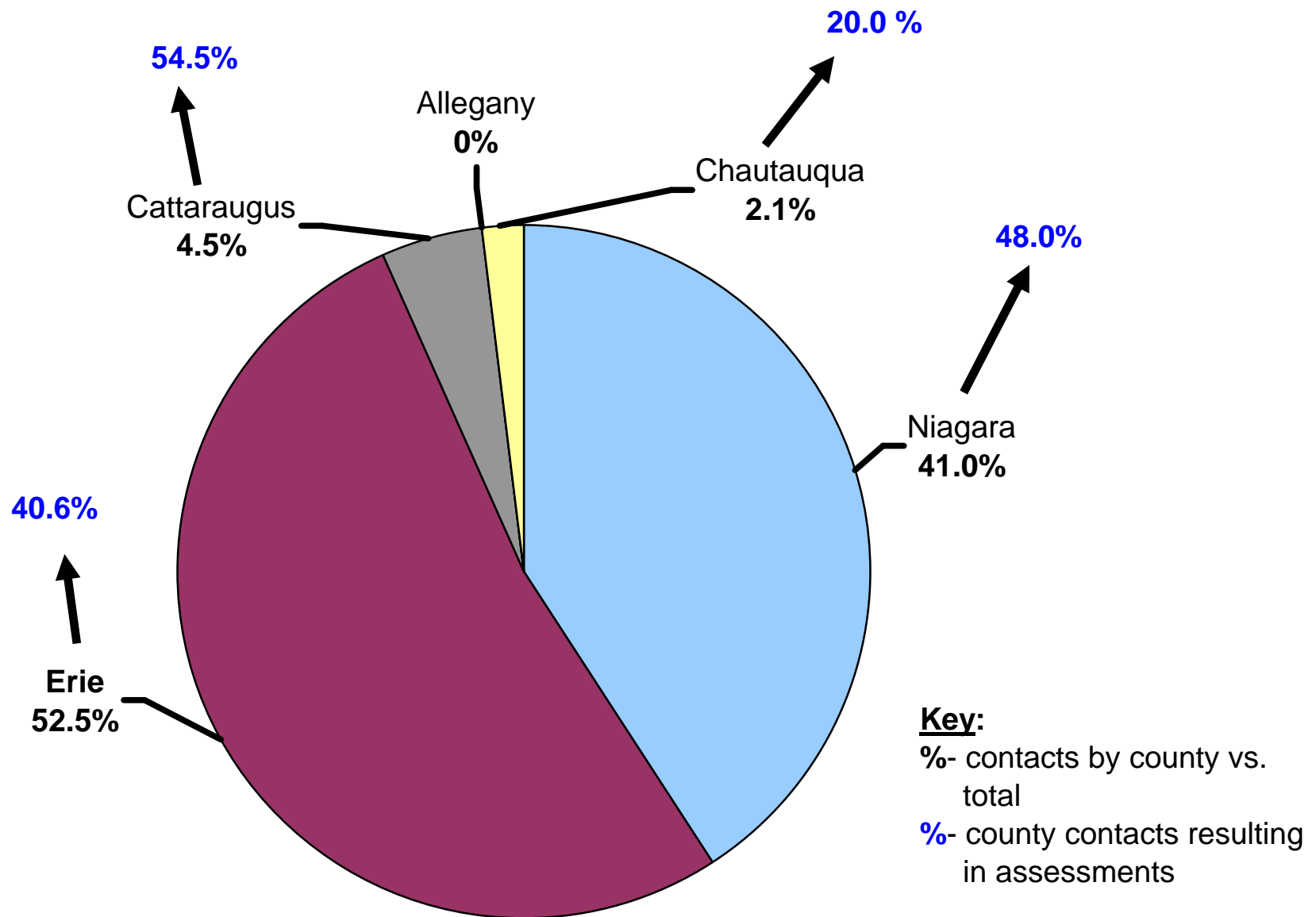
GRANT TIMELINE



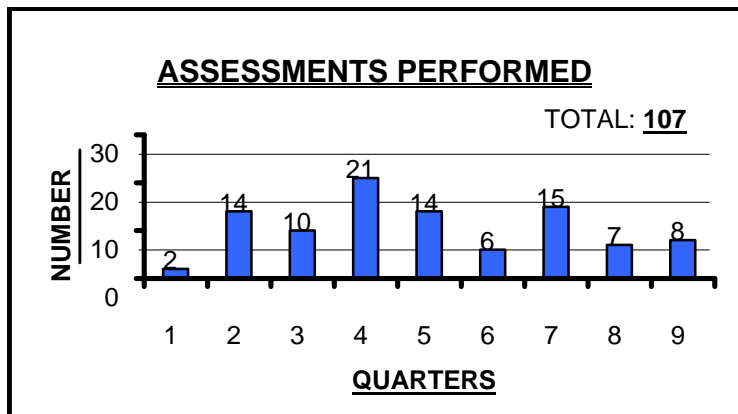
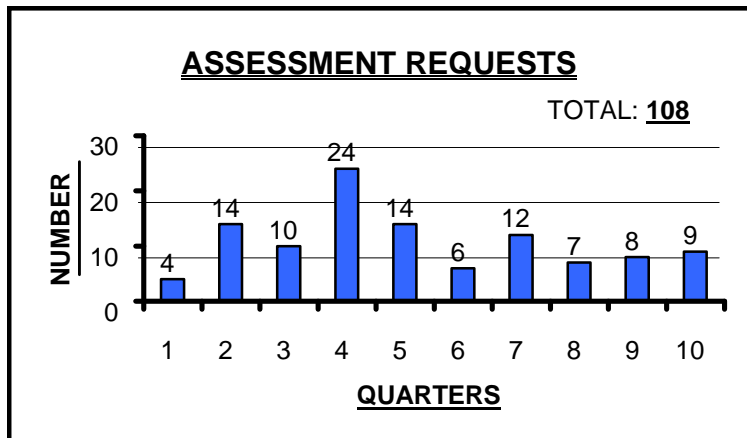
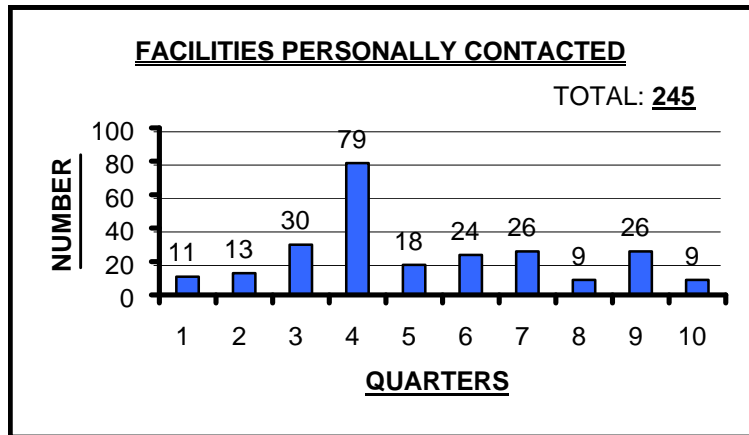
- ELAPSED TIME
- REMAINING TIME

PERCENTAGE INTO
GRANT: 100%

COMPANY CONTACTS & ASSESSMENTS BY COUNTY



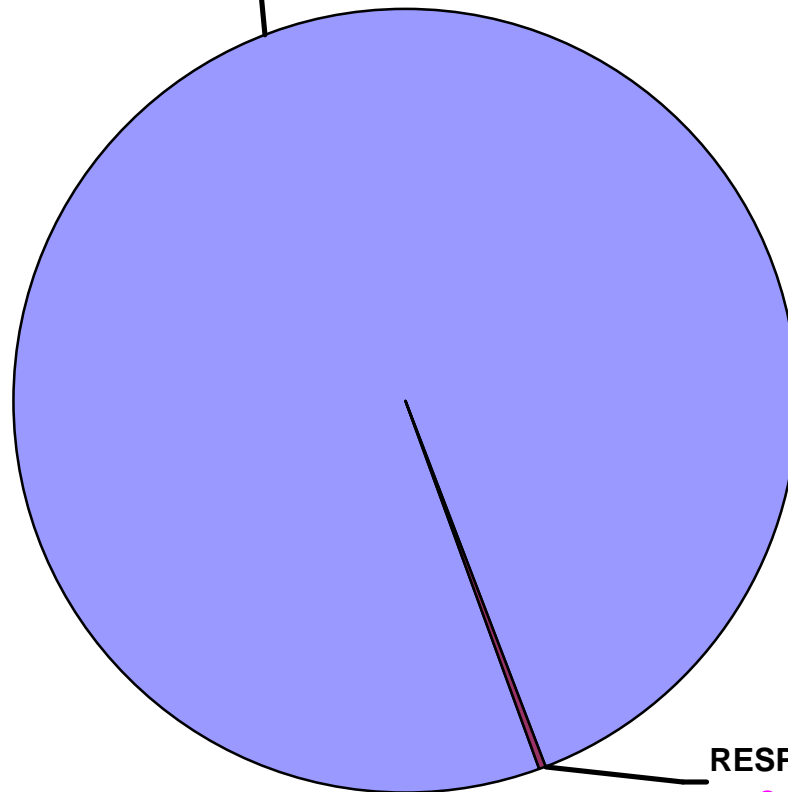
P2 PROGRAM QUARTERLY STATISTICS



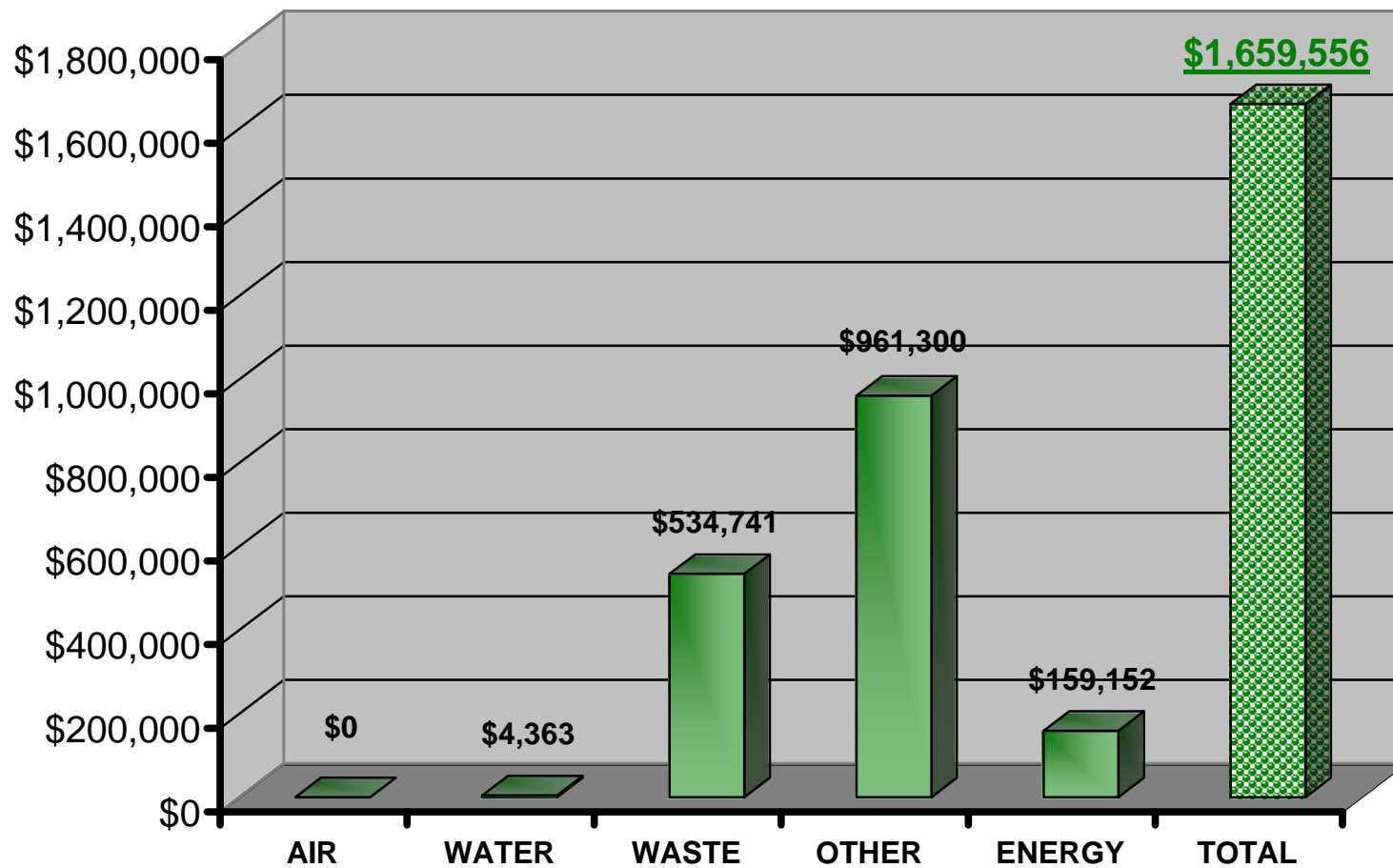
COMPANY MASS MAILING RESULTS



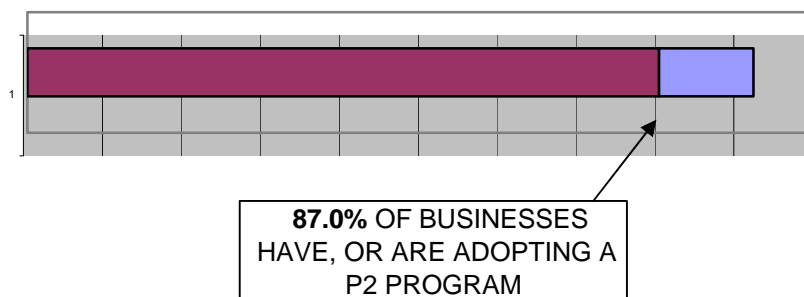
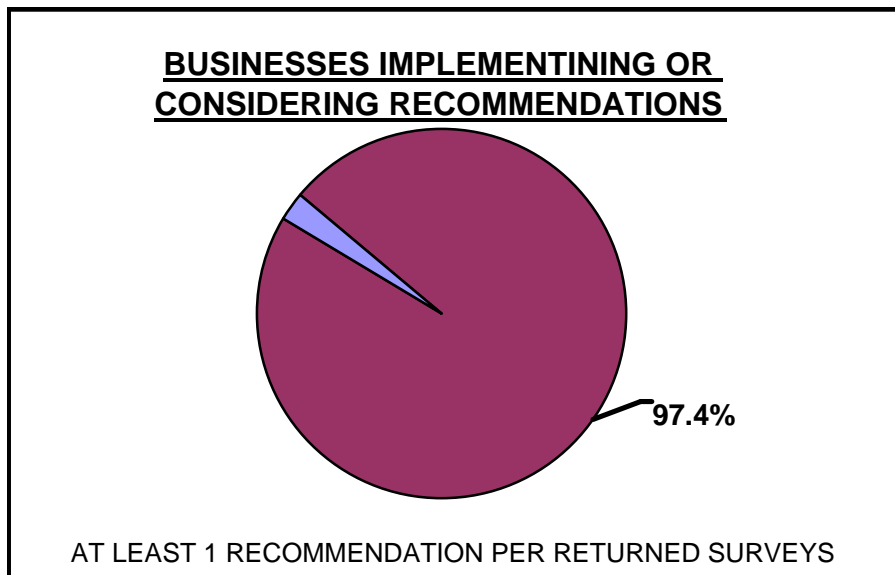
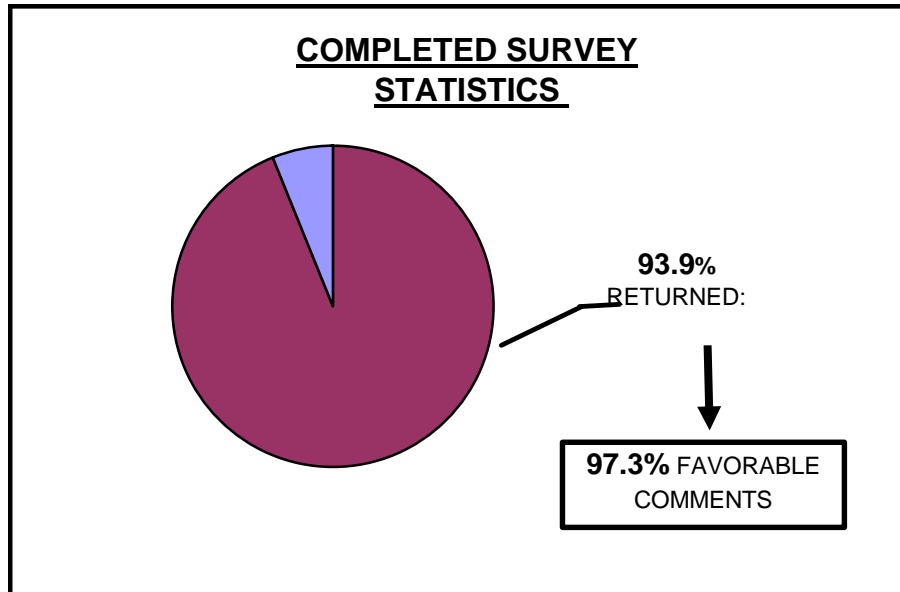
NO RESPONSE
99.8%



DOLLAR SAVINGS OF P2 RECOMMENDATIONS



FOLLOW-UP SURVEY RESULTS



VI. Interface With Environmental Investment Program (EIP):

The Program offers assistance to viable business candidates in preparing applications for the State's Environmental Investment Program. To determine viability, a cursory evaluation is made by comparing order of magnitude figures for the project cost and associated pollution prevention benefits that are identified.

During the course of the Program, three such candidates were found for the EIP. A summary of each of them follows:

1. [REDACTED] This Company had obsolete, worn equipment that was used to manufacture [REDACTED]. By upgrading its operations at a capital cost of \$1,045,755, the Company can realize pollution prevention benefits of \$574,068 and the elimination of 88.7 tons of waste per year. In addition, 49 jobs can be preserved and 6 jobs can be created. The Company was assisted with the preparation of the EIP application which resulted in the maximum award of \$500,000 from ESD.

[REDACTED]

3. [REDACTED] This manufacturer of [REDACTED] needed to replace its vintage machinery which was inefficient and producing excessive amounts of waste. The Company was guided through the EIP application process. Their \$1,000,000 capital project is backed up by \$741,130 in pollution prevention benefits and the elimination of 65,000 pounds of waste per year. Other benefits are the addition of 2 people to the 12 person work force. This project resulted in an award of \$275,000 for [REDACTED].

VII. Lessons Learned:

As expected it was found that many businesses run very lean, and do not have the time or the expertise to thoroughly pursue pollution prevention opportunities. Although environmental concerns and cost cutting are of importance, they can quickly fade into the background as managers become sidetracked by the hectic, day-to-day demands of running the business. Many of the businesses were delighted to find out that the State

and County were offering a confidential, nonregulatory environmental assistance program, especially at no charge.

The Customers time was also found to be at a premium when conducting assessments and follow-up. Care was taken to carry out these tasks in an efficient manner with regard to the Company's allotted schedule.

The evaluation and implementation of P2 recommendations take time and follow-up. Even though a P2 opportunity has an excellent return on investment, it cannot be implemented until funds become available. Because of this, it often is placed on the "back burner" for future implementation, thus becoming part of the long term plan. Also, some companies cannot spend money until a project becomes part of their operating budget. This means that the implementation of P2 projects must wait until the following year when they are included in a new, approved budget. P2TAP provided a continued follow-up service to assist businesses in maintaining momentum for change and incorporating these changes when the opportunity became available.

In order to be successful, this type of Program requires a field presence and persistent follow-up. It requires knowledgeable personnel who are easy to work with and who perform efficiently so as to obtain the maximum benefit from the customer's time.

A "cold call" was by far the most effective means of obtaining customers. Referrals and presentations were the next best. Mass mailings proved to be very ineffective. Contacting the decision makers directly contributed greatly to the success of the Program, both in the number of assessments performed and the number of large P2 capital projects to be implemented.

During the course of the Program, it was discovered that there is a lot of scrap wood that is generated by business and destined for either burning or the landfill. An economical reuse alternative is needed.

Also, there are many businesses with greater than 100 employees that would benefit by using P2 services.

VII. Conclusions/Next Step

The Pollution Prevention Prevention Technical Assistance Program for small businesses filled an important need for western New York. It identified economical pollution prevention opportunities ranging from simple, no cost process changes to million dollar capital projects. It provided guidance for various available Programs that businesses may not have been previously aware of. This assistance was given to companies with up to 100 employees as well as to those with only 2 or 3 employees.

The goal of providing 70 economical assessments was met approximately midway through the Program. A second goal of 100 assessments was set and surpassed by the

County. The final total was 107. The recent 108th assessment request could not be accommodated by the Company this year. However, its recycling needs will be followed-up with the next grant, P2R2TAP, discussed below. The Program dealt with a variety of issues such as the County budget crisis, layoffs, personnel changes, etc. However, it was kept on an even keel by adapting to these variables and continuing to remain focused.

Assistance was given to companies in preparing applications for the State's Environmental Investment Program. The most successful of which involved the maximum award of \$500,000 and the elimination of 88.7 tons of waste per year.

Bonus items were also provided which involved saving money. The Gross receipts tax refund saved businesses \$22,922. No cost surplus wood collection resulted in a savings of \$1,952. NYSEDA energy related items totaled \$60,000. Savings through lighting upgrades amounted to \$62,402. These figures are actually higher since some of the cost savings items are still forthcoming.

P2TAP reached a variety of businesses, identifying pollution prevention opportunities totaling \$1,659,556 over all. The breakdown by category is water- \$4,363, waste- \$534,741, energy- \$159,152, and other- \$961,300 (includes such things as lost sales and wasted labor associated with EIP Projects). Approximately 94% of the businesses have implemented or plan to implement some of these measures.

Completed Follow-up Forms demonstrate that over 97% of the businesses serviced are completely satisfied with the Program.

An application for the logical follow-up Program to P2TAP was submitted and approved by ESD. This new Pollution Prevention, Recycle & Reuse Technical Assistance Program (P2R2TAP) will further assist western New York businesses by providing specialized technical assistance to address pollution prevention and reuse/recycling opportunities. Both in-house expertise and consultants will be used. The Program will help businesses remain competitive by improving their bottom line through recycling or eliminating waste and pollution. P2R2TAP is the perfect extension of P2TAP, filling the gap resulting from P2TAP's scope limitations and providing continuity and sustained momentum through needed follow-up.

It was a pleasure working with ESD personnel and our staff looks forward to doing so on the next Program, Pollution Prevention, Reuse & Recycling Technical Assistance for Businesses. We thank ESD for the opportunity afforded to both the County and the western New York businesses.